



***YOUTH:WORK MEXICO, Phase II***

**Quarterly Performance Report**

Period: October - December 2014

Cooperative Agreement AID-523-A-10-00002

Between USAID/Mexico and the International Youth Foundation

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## **I. PROGRAM BACKGROUND**

When awarded in April 5, 2010, Youth:Work Mexico (YWM) was a \$3 million, 3-year cooperative agreement awarded by USAID/Mexico under the Youth:Work Leader with Associates (LWA) Global Development Alliance. In September 2013, a one year extension of the program was approved for another \$1 million to be carried out from October 2013 through November 2014 (Phase II). In May 2014, a no cost extension was approved by USAID, establishing a new end date of May 31, 2015.

In its first three years, YWM worked to build resilient communities in Ciudad Juarez (CJ) and Tijuana (TJ) by creating safe spaces for disadvantaged young people, strengthening and expanding after school and summer programs, and preparing Mexican youth for viable futures through self or salaried employment. The goal of this program was to leverage private sector resources and expertise, and to increase community involvement, in providing at-risk youth in CJ and Tijuana with programs to help them stay in school and access the job market, while equipping them with the education and life skills necessary to become positive role models within the workforce, their families, and their communities.

The target population is youth between the ages of 6-28 who lack the education, skills and connections to secure decent entry-level work. They typically live in communities that are highly prone to violence and who are vulnerable to recruitment by gangs or organized crime groups and otherwise susceptible to enter into criminal activity. Youth targeted by YWM are - at risk of dropping out of school or have dropped out of the formal education system prior to completing middle school or high school; are employed in precarious conditions or are unemployed; and are living in poverty in specific geographic areas with critical violence problems, as identified and prioritized by the Mexican Government and municipal authorities. The first phase of the program reached 8,947 young people, of which 1,454 young people participated in the employability programs designed and delivered by IYF in CJ and supervised by IYF in TJ.

The goal of Phase II of YWM is to transfer capacity and ownership to Mexican institutions so that they can manage, deliver, and sustain the YWM employability model to the same target population of youth without dependency on IYF and USAID resources. Phase II of the YWM program will allow IYF to consolidate the best practices of Phase I, increase the number of youth beneficiaries, and ensure the program is on solid footing for the future by preparing a local organization in CJ and TJ to take over the model and sustain it going forward.

Phase II activities focus on two objectives:

- 1) Consolidating the YWM employability model in Ciudad Juarez and Tijuana; and
- 2) Building capacity of local institutions to implement and sustain the employability model.

The following results are expected:

- 500 young people in Juarez trained in employability and supported with job placement and career guidance services
- 70% of the training graduates either return to school or training or secure employment, measured at 3-6 months after graduation

- One organization based in Ciudad Juarez trained to fully implement and sustain the YWM employability program model
- A local organization in Tijuana implements third cohort of youth training, reaching 50 young people, with mostly locally raised funding and an increased capacity to sustain the initiative in the future.
- Advisory committees solidified in Ciudad Juarez and Tijuana and committed to sustaining youth employability efforts

## **II. YWM RESULTS ACHIEVED THIS QUARTER**

### **OVERVIEW**

#### Ciudad Juarez Activities

- Employability and Life Skills Training
- Job Placement Services
- External Evaluation of Cohort 8
- Ongoing Program Promotion
- Capacity Building activities for DESEM staff
- YWM Advisory Committee
- Remembering Elmer Garcia Archuleta – YWM Mentor

#### Tijuana Activities

- Recruitment and Training of Pilot Cohort
- Job Placement Services
- Capacity Building activities for ProSalud staff
- YWM Advisory Committee

#### Leverage

#### YWM Employability Model Manual

#### Program Sustainability

#### USAID Relations

## **CIUDAD JUAREZ ACTIVITIES**

### ***Employability and Life Skills Training***

#### **Cohort 10**

In September and October 2014, 75 youth from 4 communities in Ciudad Juarez, including Fray García de San Francisco, Conalep 3, Riveras del Bravo and Villareal Torres, were recruited and enrolled as Cohort 10 in the Youth:Work Mexico program's seven-week employability training workshop. (Please see Annex 1 for a demographic profile of the group.) This Cohort was managed directly by local partner, DESEM, with IYF oversight as part of the transfer of the program model to DESEM. The training included employability life skills, reproductive health, urban art, and ICT or sales/customer service. Youth participants also had the opportunity to visit technical capacity building centers including CECATI #87 and Conalep III to learn about technical educational opportunities available. In addition, youth visited various employers to see first-hand potential job sites and hear directly from employers what they are looking for in new recruits. As a complement to the training sessions, DESEM arranged to have a representative from the State Commission on Human Rights give a presentation on labor rights to each of the 4 groups of youth. In addition, human resources speakers from private sector companies were invited to deliver presentations to each group on the hiring process, interview techniques and tips for job applications.

In total, 62 youth successfully completed the training on November 21, 2014, representing an 83% graduation rate. Please also see Annex 2 for a success story of one of the youth from this cohort. To celebrate the youth who fulfilled the requirements of the program, a graduation ceremony was held on November 19 at Centro Profesional de Ingenieros y Arquitectos (CePIA). The special guests seated at the Presidium were the following:

- Javier Gonzalez, President of the Municipal Government of Ciudad Juarez;
- Martin Alonso Cisneros, President of FECHAC;
- Rocio Ramirez, Dean from the Autonomous University of Ciudad Juarez;
- Mauro Alvarez, Vice-President of the Mexican Chamber of Construction Industry;
- Alfonso Marquez, President of the Board of DESEM;
- Ian Brownlee, Consul General of the U.S.;
- Stephen Kelley Director of the USAID Office of Justice and Citizen Security; and,
- Angela Venza, Program Director from IYF.

In addition, Indira Villegas and Alejandra Soto from USAID/Mexico, as well as additional U.S. Consulate staff in Juarez attended the event. The graduation also included 2 youth testimonies from graduates of Cohort 10, 16-year old Luis Antonio Alvarez Terrones and 28-year old Josefina Ruiz Martinez. Both young people had not finished secondary school, were parents and had ambitions to better themselves and their families. During their testimonies, the young people mentioned that they valued the program's instilling of consistent positive self-esteem, a necessary characteristic to overcome their challenges and better their opportunities for the future. The graduation program from Cohort 10 can be found in Annex 3.



*Ian Brownlee, Consul General, and Steve Kelley, USAID/Mexico congratulate young graduates of YWM Cohort 10 at the graduation ceremony on November 19, 2014 in Ciudad Juarez.*

### ***Job Placement Services***

#### ***Cohort 9***

Through mid-December, the 82 youth graduates from Cohort 9 received on-the-job counseling and job placement support that began upon their graduation in August 2014. This included weekly and bi-weekly face-to-face meetings and follow-up with employment leads. According to the 4-month report of internal job placement tracking, 49% of graduates were employed and 23% had re-enrolled in an educational institution. An external evaluation firm has initiated a follow-up study on the youth in Cohort 9 to validate the placement results. Please see Annex 4 for a success story of an employer who hired several youth from this cohort.

#### ***Cohort 10***

The provision of job placement services for the 62 youth graduates from Cohort 10 began upon the completion of their training in November. A job fair for the graduates was held on November 26 at the Auditorium of the State Human Rights Commission. The young people were able to practice interviewing skills and many were invited to arrange follow-up meetings with the employers. Ten companies attended the event, including the Agencia de Empleos CASEM, Las Alitas, People Agencia de Empleos, Servicio Estatal de Empleo, Conexcel, Taco Fish Restaurant, Oxxo, Total GAS, CECATI #87, Vani Café de Europa, and long-term YWM employer, Hot Cakes La Abeja.



*Youth meet a potential employer at the YWM Job Fair, November 2014*

The job placement period will end on March 25, at which point the final job placement numbers will be reported and subsequently validated by an external research firm.

Updated placement results and training completion results for this period can be found in the PMP, Annex 5.

### ***External Evaluation Results of Cohort 8***

IYF contracted Construyendo Capacidades en las Organizaciones de la Sociedad Civil A.C. (Fortalessa), a Mexican consulting firm, to carry out an external follow up evaluation with program graduates from Cohort 8. The study found a significant increase in the number of youth working or studying after the program as well as a significant decrease in the number of “inactive” youth, who are neither working nor studying. Prior to enrollment in the YWM program, only 40% of youth were working or studying (6% working, 28% studying, 6% working & studying). After graduating from the program and receiving job placement services, 77% of youth were working or studying (42% working, 25% studying, 10% working and studying), surpassing the placement rate target of 70%. In addition, the majority (72%) of the employed youth was doing so under a formal contract and the average salary of YWM graduates was 3 times higher than the minimum wage in Ciudad Juarez.

In terms of the program’s impact on reducing youth propensity for violence or illicit activities, the follow-up evaluation found that the great majority of youth believed they were less likely to engage in delinquent or harmful behaviors after going through the YWM program. In addition, the youth’s responses to the Connor-Davidson Scale of Resilience, indicated that 58% of graduates increased their level of resilience as compared from baseline (upon enrollment in the program) to 6 months

after graduation from the training. Meanwhile, through focus groups it was found that graduate's family members, neighbors and community members, believed that youth's behavior changed due to participation in the program. They observed that the young people were more self-confident, had improved communication skills, were more actively engaged in the household, displayed a calmer demeanor and were less likely to be involved in illicit activities.

A summary of the external evaluation's findings can be found in Annex 6.

### ***Ongoing Program Promotion***

IYF and local partners have promoted the YWM program with strong support of the local media, which has actively covered graduations in both Ciudad Juarez and Tijuana. Cohort 10's graduation was amply covered by newspaper outlets in Ciudad Juarez, including El Diario and Norte, among others. Full media coverage of the event can be found in Annex 7.

### ***Capacity building activities for DESEM staff***

Throughout this quarter, the IYF team continued to provide formal and informal capacity building and technical assistance with the DESEM staff. During this period IYF staff:

- Reviewed with DESEM the program's M&E guide to be revised according to their data collection needs;
- Assisted with data analysis using the Cohort Demographic Profile tool (this can be found in Annex 1);
- Provided field support and guidance during the employability training workshop, including how to monitor the implementation of the Youth Employability Training Guide (implemented by facilitators);
- Assisted in the selection of providers for the complementary workshop sessions;
- Assisted in the selection of community centers to carry out the employability training workshop;
- Shared self-evaluation tools to be implemented with the field team during the training workshop;
- Provided weekly assistance and monitoring of job placement services; and,
- Worked closely with the team responsible for organizing Cohort 10's graduation ceremony.

Weekly meetings are conducted by IYF to monitor progress and troubleshoot as needed. In addition, the two teams have open, on-going communication so that DESEM staff can ask questions and share ideas about each the processes, procedures and implementation of YWM. Periodic review of technical capacity of the DESEM team is done in a collaborative way to ensure areas of weakness receive additional support. Overall, IYF is very pleased with DESEM's management of the program and the dedication of its team.

### ***YWM Advisory Committee in Ciudad Juarez***

In order to ensure the success and continuation of the youth employability program in Ciudad Juarez, an YWM Advisory Committee was formed, under the leadership of Alfonso Marquez,



President of the Board of Directors of DESEM. The goal of the Advisory Committee is to convene representatives from the public, private, academic, and civil society sectors in Ciudad Juarez to help DESEM foster linkages, partnerships and initiatives that support the development, quality and sustainability of the Youth:Work Mexico program. Members of the committee recruited to date include representatives from the local media, and from the academic, private and nonprofit sectors:

Carlos Cuellar, Business Consultant  
Rigoberto Espinoza, NOVAMEX  
Salvador Fierro, Telemundo  
Salvador González, Fundación Madre Nuestra  
Saúl Gonzalo Ortiz, Accountant  
Rocío Ramírez, UACJ  
Rubén Rodríguez, NOVAMEX  
Juan Pablo Santana, Consulado EEUU  
Jesús Urrutia, UACJ  
Viridiana Vázquez, Directora de CANACINTRA

The Committee convenes every 15 days, the second and last Friday of every month. Meeting minutes are recorded during each session to document progress and the agreements established.

During this reporting period, the Committee was held 6 meetings, each conducted by DESEM's President of the Board and planned by DESEM's Executive Director. The Committee focused on 3 strategic areas for discussion and action:

1. Developing a fundraising plan to continue the YWM program after IYF and USAID funding ends;
2. Marketing the program in the Juarez community and in El Paso, Texas to make the program known to potential donors; and,
3. Incentivizing private sector companies to hire YWM program graduates and be involved in the program.

### ***Remembering Elmer Garcia Archuleta – YWM Mentor***

On November 11, the YWM team learned the distressing news that a former YWM facilitator, Elmer Garcia, had been found dead after being missing for several days along with his brother and cousin. A known youth activist in his community, Elmer was only a few days away from graduating with his Bachelor's degree in Psychology at the Autonomous University of Ciudad Juarez. As a deeply engaged youth working for the betterment of Ciudad Juarez for its young people including leading initiatives for the reduction of crime, his death is deeply felt by the community and the YWM team.

As his friends and community members put it: *"You dedicated your life to ensure the Valle de Juarez and Mexico could be a place for everyone. We will continue this task in your name."*

His death was confirmed as a kidnapping and homicide, providing a sobering reminder of the violence young people face in the communities in which YWM works.

## **TIJUANA ACTIVITIES**

As reported in previous quarterly reports and as approved by USAID, in June 2014, IYF signed a subgrant agreement with a local partner, Fronteras Unidas ProSalud (ProSalud) to carry out a pilot of the YWM employability program model in Tijuana. Building off IYF's experience in Ciudad Juarez, IYF provided ProSalud with a small sub-grant along with substantial training and capacity building. The pilot cohort was launched in July 2014 in the Mariano Matamoros and El Niño communities and the first group of 28 youth graduated from the training component of the program in September 2014. Please see Annex 2 for a success story of a young person from this cohort.



### ***Job Placement Services***

The 28 youth graduates received a total of 4 months of on-the-job counseling and job placement support through mid-January 2015. Placement results will be reported in the next quarterly report. Please see Annex 4 for a profile of an employer who has hired two graduates from this cohort.

### ***Capacity Building of ProSalud***

Throughout this quarter, the IYF team:

- Provided technical assistance and guidance on documenting success stories with the pilot cohort;
- Guided ProSalud in a self-evaluation activity to measure their new capacity to manage and implement the various aspects of the program;
- Supplied weekly support and guidance for job placement activities;
- Provided technical support in the recruitment and selection of a new Program Coordinator to lead the operating staff; and,
- Working with the organization to create a training plan for the new Program Coordinator.

### ***YWM Advisory Committee in Tijuana***

ProSalud convened the third meeting of the local YWM Advisory Committee in December 2014. The membership has been consolidated and diversified in this period. Currently, the following individuals make up the Committee:

- Claudia Gómez, ProSalud Board of Directors member and CETYS professor;
- Marionne Rubio, ProSalud Board of Directors member and UABC professor;
- Mario López, ProSalud Board of Directors member and Director of Binational Affairs of the city of San Diego, California
- Lic. José López Castellanos, Executive Business Director of CANACINTRA
- Areli Zavala Castellanos, Youth Advocate

- Lic. Ramón Toledo, Empresario de Buscacorp
- Nayla Rangel, de la Secretaría del Trabajo y Previsión Social
- Mario Madrigal, Director del Instituto Municipal de la Juventud de Tijuana.
- María de los Ángeles Pérez, Board of Directors member of ProSalud and licensed psychologist

The nine-member Committee established one key objective during this period of positioning the program in the community as an indispensable resource, particularly for private sector's hiring of new employees. By doing so, the Committee hopes to gain additional private sector partners to be able to place program graduates in jobs.

## **LEVERAGE**

IYF and its local partners continue to identify opportunities for both cash and in-kind contributions to enhance the impact and efficiency of the Youth:Work Mexico Program. In Ciudad Juarez, local stakeholders provided nearly US\$2,700 of in-kind services and facilities, which contribute to the young people's experience in the program and maximize program resources. In Tijuana, IYF is very pleased to report that The TK Foundation, a private sector grantmaking foundation, has provided over \$500,000 to sustain the Youth:Work Mexico program in that city for another 18 months. This contributes greatly to the goal of consolidating the model in the hands of a local Mexican institution and advances its long-term sustainability. These contributions bring the total amount of leverage reported to date to US\$2,235,849 compared to the required US\$920,000 as stated in our agreement with USAID. A detailed leverage report for the period of October – December 2014 can be found in Annex 8.

## **YWM EMPLOYABILITY MODEL MANUAL**

During the period from October – December 2014, the content for the YWM Manual was finalized. The 60 page Manual contains 7 Chapters including: 1) Introduction, 2) Planning, 3) Promotion and Recruitment, 4) Training, 5) Job Placement, 6) Monitoring and Evaluation, and 7) Strategic Management. It is intended for use by organizations that wish to adopt the model and provides guidance on how to implement the model from defining what staff and resources one needs, to managing all operational aspects and strategic alliances, to managing and analyzing key data. It is complemented by more than eighty supporting documents which will be referenced in the manual and made available to users. These documents provide important contributions to the YWM Model's planning and implementation, including Terms of References (TOR) for the field staff, examples of training schedules, youth enrollment templates, checklists of requirements for a graduation ceremony and much more. In addition, four detailed and comprehensive guides will be included: a Training Guides with the twenty-seven life skills modules, a Job Placement Guide, a Mentor Guide, and an M&E Guide. Each of these guides corresponds to a different cycle of the model and provides in-depth instruction for the respective phase's implementation.

In early 2015, the content will be shared with IYF's communications team for design work. The YWM Manual will be produced as an interactive on-line pdf with the ability to download and print relevant documents as needed. This will allow for it to be easily accessible by users and updated by IYF. It is expected the manual will be ready for publication in late March of 2015.

## **PROGRAM SUSTAINABILITY**

The objective of YWM Phase II is ultimately to consolidate the validated program model in Ciudad Juarez and Tijuana, as well as replicate it across Mexico to reach more at-risk and vulnerable youth who can benefit from its proven successes. Much progress has been made to build the capacity of local institutions in each city to be technically able to continue to implement the model in a quality manner as well as to ensure broad stakeholder support to ensure its sustainability and effectiveness over time.

In addition, it is IYF's desire to expand the program's replication to additional cities in Mexico with high volumes of vulnerable youth, and is actively exploring new funding to be able to do so. Our proven track-record in Ciudad Juarez and Tijuana - with both the success of the program model itself and the experience of transferring the model to local organizations - establishes a solid grounding for a broader scale effort. As mentioned above, IYF has documented the program's operation through a detailed program manual and has developed a tested method of training, capacity building and coaching of organizations interested in adopting the model. IYF feels the Youth:Work Mexico program intervention has the potential to impact many more vulnerable youth around Mexico.

Some additional details on the program's sustainability efforts follow.

### ***Sustainability of YWM Program in Ciudad Juarez***

As reported previously, IYF has worked closely with local partner, DESEM to monitor program implementation and provide on-going training and coaching to the DESEM team to ensure quality program transfer of the program in Juarez. As a result, DESEM has a solid, well-trained and committed team and is planning to launch a new cohort of youth, independent of IYF oversight, in February 2015 as described below.

Fundraising for the continued sustainability of the YWM program in Ciudad Juarez has been a key priority for DESEM. During the last reporting period, DESEM had entered into conversations with many potential donors to fund the program with new cohorts of youth. To date, DESEM has received a 1.3 million MXN (90,000 USD) grant from Fundación del Empresariado Chihuahuense (FECHAC) to fund part a continuation of the program's implementation. To supplement this support, DESEM has continued to pursue additional funding opportunities with FUNDEMEX and FICOSEC, as well as other organizations including Fundación SMART, Paso del Norte Health Foundation, and Trastelco. Meanwhile, in order to assist the fundraising activities and position the Youth:Work Mexico program as a key solution to youth employability, DESEM has been in conversations with El Paso Times, to bring awareness of the program across the border.

With funds secured from FECHAC, DESEM will begin implementing Cohort 11 of the YWM model independently on February 23. Training for approximately 100 youth will take place in 5 different centers throughout the city. Currently, DESEM is reviewing availability and options of community centers for a select number of communities with high numbers of at-risk and vulnerable youth. They expect to continue to host trainings at state and municipal community centers, as well as continue the relationship established with the technical high school, CONALEP, to offer training workshops on their campuses.

IYF is thrilled that DESEM has adopted the program with a commitment to quality implementation as well as to ensuring its long-term presence in Ciudad Juarez.

### ***Sustainability of YWM Program in Tijuana***

Following the successful execution of the YWM pilot, IYF felt confident in local partner ProSalud's abilities to adopt and implement the program in Tijuana. In an effort to consolidate the model in ProSalud's programming and increase their capacity to continue the program independently, IYF and ProSalud sought additional funds to carry out the program with a larger number of youth and more cohorts. In November 2014, the TK Foundation, a private grantmaking foundation of a Dutch shipping company, awarded IYF and ProSalud a grant to implement the model over an 18 month-period.

With this new funding, from January 2015 through July 2016, ProSalud will train 520 vulnerable youth in 6 cohorts in employability life skills, job seeking skills, basic IT skills, sexual and reproductive health, as well as leadership development. The program will provide graduates with job placement services over a 4 month period, expecting that at least 65% of graduates will gain salaried employment or re-enroll in education. By providing on-going training and guidance to ProSalud as they carry out a much larger program, IYF expects to further build upon the capacity building provided to ProSalud during the pilot and equip them to manage a multi-cohort model managing a larger field staff.

As part of its agreement with IYF to ensure the project will continue beyond this new funding, ProSalud will continue to consolidate its local advisory committee to build broad stakeholder support. ProSalud will also cover an increasing percentage of the program cost over the grant period through resource development efforts with a view toward ensuring a long-term financial sustainability of the model in Tijuana.

### ***Program Name Change: Órale for Future Positioning***

As part of IYF's goal of launching a successful replication and scale-up of the program model throughout Mexico, an important strategic decision was made to identify a new name for the program in order to enhance the relevance of the program for use in future locations. Based on conversations with various stakeholders and IYF's past experience implementing the program, it was determined that the term Youth:Work Mexico was not ideal for successful roll-out across Mexico. The name is difficult to pronounce and understand for non-English speakers, which made it more difficult for local stakeholders to remember the program. Many felt it would be preferable to have a program name in Spanish that better connected with youth beneficiaries and would more easily stick in the minds of relevant stakeholders.

After significant brainstorming, gathering input from local partners in Mexico, and consulting with communications experts, the YWM team decided to change the name of the program to one that was more contextually relevant. As a result, the name "*Órale: Orientando jóvenes en el mundo laboral*" was chosen based on several criteria:

- The name needed to be in Spanish to be relevant to the context in which the program operates

- “Órale” is a commonly used interjection or exclamation in Mexican slang; it is very popular in the culture and particularly among the youth. The term has various meanings akin to “cool” or “alright” or an invitation to ‘join in’. The team felt it would resonate well with young people and draw them into the program.
- The tagline “*Orientando jóvenes en el mundo laboral*” meaning “orienting youth to the world of work” explains the content of the program, ties it to youth and signals it’s an employability program.

A logo for the new program name has been created by a designer and can be found in Annex 9. It builds upon the original YWM logo in terms of ‘look and feel’ to allow it to be incorporated easily into previously developed program materials such as recruitment posters, training materials, etc. In this way, it can also ensure the program’s continued recognition and tie to the history of Youth:Work Mexico.

This name and logo will be used in the program extension in Tijuana and for continued replication of the program beyond the current USAID-funded activities. The current Youth:Work Mexico name, logo and branding protocols will continue for any activities still under the current USAID-funded program.

### ***YWM Video Production***

In the effort to document the program’s successes as well as position the YWM model as a unique and successful employability program which targets at-risk youth and equips them with the tools to overcome the challenges in their environment, IYF has planned to produce a video which captures this sentiment. The purpose of the video will be two-fold: (1) to document the model’s impact on youth and employers and (2) increase awareness of the YWM model in Mexico with a view toward its further replication.

This video feature is expected to be 3-4 minutes long and will highlight the successful approach of the model including its youth-to-youth methodology, its comprehensive employability strategy encompassing both training and job placement, its dual-client methodology catering to private sector and youth needs, and the positive outcomes experienced by the youth graduates despite being from challenging and violent environments. We expect the video to be produced by April 2015.

### **USAID RELATIONS**

IYF continues to work closely with USAID/Mexico staff to ensure the success of the program. During the reporting period, IYF engaged with USAID in the following ways:

- On October 16, Special Adviser for Global Youth Issues at the U.S. Department of State, Andy Rabens, along with Liz Ramirez and Indira Villegas from USAID, visited one of the Community Centers in Francisco Villarreal Torres during a cohort of youth’s training session;
- Steve Kelley, Indira Villegas and Alejandra Soto attended the Cohort 10 graduation in Juarez on November 19, 2014;
- Angie Venza and Ruben Acosta met with Steve Kelly and Indira Villegas on November 19 to update them on the program and possible program expansion;

- On October 16 and November 20, Ruben Acosta, IYF's Deputy Director attended USAID partner meetings in Ciudad Juarez, at which he updated the partners on the status of the YWM model transference to DESEM;
- Indira Villegas participated in a Ciudad Juarez YWM Advisory Committee meeting on November 20.



*Andy Rabens, US Dept. of State and Ruben Acosta, IYF visit youth during a training session in Ciudad Juarez In October 2014.*



*USAID Representatives Liz Ramirez and Indira Villegas join Andy Rabens, US State Department, on a site visit to a YWM community center in Ciudad Juarez in October 2014.*

### **III. YWM ACTIVITIES FOR NEXT QUARTER**

For the period January to March 2015, the following activities are planned:

#### **Ciudad Juarez activities**

- Job placement services provided to Cohort 10 graduates will be completed and external follow-up study begun;
- Continued capacity building for DESEM;
- External follow-up study on Cohort 9 completed;
- Advisory committee strengthening; and,
- Continuance of program with Cohort 11 with FECHAC funds.

#### **Tijuana activities**

- Job placement services provided to pilot Cohort graduates will be completed;
- Continued capacity building for ProSalud; and,
- Advisory committee strengthening.

#### **Other**

- YWM Manual designed and produced;
- YWM Video production initiated; and,
- Final program evaluation launched.





**Annex 1**  
**Quarterly Performance Report, October - December 2014**

**Youth Profile Cohort 10, Ciudad Juarez**

Perfil Cohorte 10 - DESEM	
Jóvenes Matriculados (Línea de Base)	
N=75	
<p><b><u>Sexo</u></b>  Mujeres: 59%  Varones: 41%</p> <p><b>89%</b> vive con padres  <b>15%</b> tiene hijos  <b>72%</b> nacido en Chihuahua</p> <p><b><u>Educación</u></b>  Primaria completa o menos : 12%  Secundaria completa: 68%  Prepa completa o más: 20%</p> <p>Ubicación de jóvenes sin secundaria:  Riveras del Bravo: 5  Francisco Villarreal Torres: 2  Fray García de San Francisco: 1  Conalep #3: 1</p> <p>Inscritos en la línea de base : 21%  Formación técnica: 1  Secundaria abierta: 9  Bachillerato abierto: 6  Universidad: 0</p>	<p><b><u>Edad:</u></b>  Menos de 16 años: 0%  Entre 16 y 17 años: 57%  Entre 18 y 28 años: 43%  29 años o más: 0%  Edad promedio: 18 años</p> <p><b><u>Situación Laboral:</u></b>  Trabajando: 5%  Han trabajado alguna vez: 43%  Tiempo de estar desempleado:  • Menos de un mes: 22%  • Entre 1 y 3 meses: 31%  • Entre 4 y 6 meses: 9%  • Entre 7 y 12 meses: 19%  • Más de 1 año: 19%</p> <p><b><u>Distribución Geográfica por Centro</u></b>  Riveras del Bravo: 17 jóvenes (23%)  Francisco Villarreal Torres: 14 jóvenes (19%)  Fray García de San Francisco: 24 jóvenes (32%)  Conalep #3: 20 jóvenes (26%)</p>
Jóvenes que Abandonaron el Proyecto (Egreso)	
n=11	
<p><b>Tasa de Abandono:</b> 15%</p> <p><b>Tasa de Abandono por Centro:</b>  Riveras del Bravo: 5 jóvenes (29%)  Francisco Villarreal Torres: 0 jóvenes (0%)  Fray García de San Francisco: 1 joven (4%)  Conalep #3: 5 jóvenes (25%)</p> <p><b>¿Cuándo abandonó?</b>  Dentro de la primera semana: 0%  Después de 2-3 semanas: 82%  Después de 4-5 semanas: 9%  Después de 6-7 semanas: 9%</p>	<p><b>Razón que dio el/la joven cuando abandonó:</b>  Problemas relacionados con violencia en su entorno: 9%  Razones personales y/o familiares: 27%  Para trabajar: 45%  Otras razones económicas: 0%  Problemas con facilitador o taller: 9%  Está en otro curso o estudios: 0%  No dio una razón: 9%</p>

<b>Jóvenes Certificados (Egreso)</b> <b>n=62</b>	
<p><b>Tasa de Certificación:</b> 83%</p> <p>Mujeres: 61%</p> <p>Varones: 39%</p> <p><b>Tasa de Certificación por centro:</b></p> <p>Riveras del Bravo: 11jóvenes (65%)</p> <p>Francisco Villarreal Torres: 14 jóvenes (100%)</p> <p>Fray García de San Francisco: 22 jóvenes (92%)</p> <p>Conalep #3: 15 jóvenes (75%)</p>	<p><b>Percepción de calidad de formación:</b></p> <ul style="list-style-type: none"> <li>• 100% dijo que <b>la formación</b> cumplió con sus expectativas</li> <li>• 100% dijo <b>habilidades de la vida</b> fue excelente o bueno</li> </ul>



**Annex 2**  
**Quarterly Performance Report, October - December 2014**

**Youth:Work Mexico Youth Success Stories**



## Success Story

**Jessica Alemán**

**Ciudad Juárez, México**

**Cohort 10 – Francisco Villarreal Community Center**

Jessica is a 17-year old young woman born in Ecatepec, State of Mexico. She grew up in a troubled household rife with domestic violence and family members involved with drugs. When Jessica turned 6, her mother decided to divorce her abusive father and make the move with Jessica and her sister to Ciudad Juarez.

After two years in the city, Jessica and her family learned that her father had been in a car accident and passed away. Distraught at this news, Jessica began having troubles in school and eventually started using drugs. Unfortunately, Jessica's troubles continued when her mother was diagnosed with terminal cancer. In the past two years, she has been

living with various aunts, house-hopping from one to the other, on her mother's request so as to not watch her suffering with this disease.

Despite these significant challenges and instabilities, Jessica has shown a high level of resilience. She demonstrated this by taking the initiative to seek employment to create for herself a better life. During her job search, she learned about Youth:Work Mexico and decided to give it a shot. Through this program, she found the opportunity she needed to get ahead and discovered her many talents and abilities previously unknown. The facilitators, counselors and mentors helped her broaden her horizons and her peers gave her the confidence she needed to believe in herself.

Jessica graduated from the YWM employability workshop in December 2014 and is currently being seeking formal employment with the help of her YWM job placement counselor. With a job secured, she plans to save money to afford to return to school and finish her education.

## Success Story

**Ana Yulissa López García**

**Tijuana, México**

**Cohort 1 – El Niño Community Center**

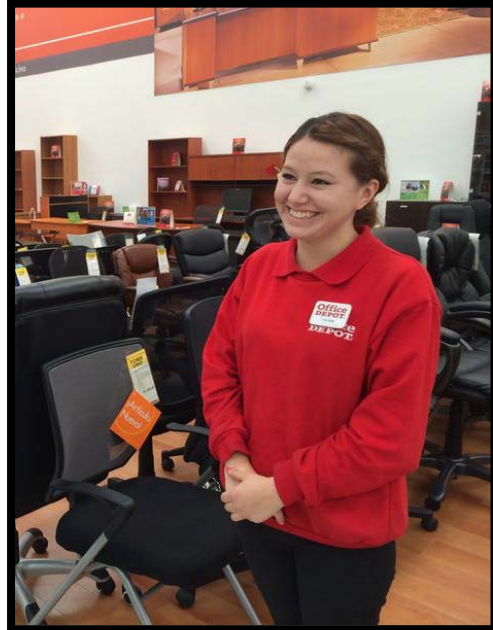
“If it wasn’t for Youth:Work Mexico, I would be at home doing nothing; I wasn’t working, I wasn’t studying.... I was a little depressed with my situation, but when I started the YWM workshop, I realized I have a lot of abilities and great potential to find a job and keep studying”.

Ana Yulissa, a 19-year old young woman from the El Niño neighborhood, is a YWM graduate from Tijuana, a border city recently affected by the violence and crime.

With the help of her assigned Counselor, Filiberto Curiel, Ana was successfully placed in a job at Office Depot after graduating from the program. According to Filiberto, “Office Depot Tijuana has been a strong partner to the YWM program since we first approached them. They continue to be very interested in hiring our graduates and considering the feedback we’ve received from the placed youth, we plan to keep the company as a key employer. It is a very socially responsible company.”

When Ana Yulissa began working at Office Depot, she received training in every facet of the store to allow her to find the department that best fit her skills and interests.

In the short term, she hopes to keep working at Office Depot because she recognizes the opportunities to grow and the company offers a healthy balance of work and school. In the near future, she plans to return to school and fulfill her educational goals. As a result of her participation in the program, she is very confident in her abilities to reach her goals.





**Annex 3**  
**Quarterly Performance Report, October - December 2014**

**Graduation Program, Cohort 10, Ciudad Juarez**



*trabajando con los jóvenes de México*

**CEREMONIA DE GRADUACIÓN  
10ª GENERACIÓN DEL PROGRAMA YOUTH:WORK MÉXICO**

***Ciudad Juárez, México  
19 de noviembre de 2014***

**Horario de ceremonia:** 10:00 a.m. – 11:40 a.m.

**Lugar:** Centro Profesional de Ingenieros y Arquitectos, A.C. (CEPIA)

Prof. Manuel Díaz No. 518-B, Zona Pronaf, C.P. 32315

Ciudad Juárez, Chihuahua, México

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**Presidium**

1. Javier González, representante de Gobierno Municipal de Ciudad Juárez
2. Stephen Kelley, Director de la Oficina de Justicia y Seguridad Ciudadana de USAID México
3. César Tapia, representante de Secretaria del Trabajo, Gobierno del Estado de Chihuahua
4. Ian Brownlee, Cónsul General de los Estados Unidos en Ciudad Juárez
5. Martín Alonso Cisneros, Presidente Consejo Local Juárez Fundación del Empresariado Chihuahuense
6. Rocío Ramírez, representante de Rector de la Universidad Autónoma de Ciudad Juárez
7. Mauro Cesar Álvarez, Vicepresidente representante de la Cámara Mexicana de la Industria de la Construcción
8. Angela Venza, Directora de Programa de la International Youth Foundation
9. Alfonso Márquez, Presidente de Consejo de Desarrollo Empresarial Mexicano (DESEM) de Cd. Juárez, A.C./Empréndete Juárez
10. Luis Álvarez, Joven representante de la 10ª generación Youth:Work México





## Programa

<b>10:00 A.M. – 10:05 A.M.</b>	Proyección de video YWM y palabras de maestros de ceremonia.
<b>10:05 A.M. – 10:10 A.M.</b>	Bienvenida por parte de Alfonso Márquez, Presidente de Consejo de Desarrollo Empresarial Mexicano de Cd. Juárez, A.C./Empréndete Juárez.
<b>10:10 A.M. – 10:15 A.M.</b>	Palabras de Gobierno del Estado.
<b>10:15 A.M. – 10:20 A.M.</b>	Presentación de taller FX, por parte de los jóvenes de Fray García de San Francisco.
<b>10:20 A.M. – 10:30 A.M.</b>	Entrega de reconocimientos para jóvenes del Centro Comunitario del Estado Fray García de San Francisco por parte de representante de Universidad Autónoma de Ciudad Juárez, Rocío Ramírez.
<b>10:30 A.M. – 10:35 A.M.</b>	Palabras del Cónsul Ian Brownlee.
<b>10:35 A.M. – 10:40 A.M.</b>	Palabras por parte de joven graduado, Josefina Ruiz de la 10ª Generación Youth:Work México.
<b>10:40 A.M. – 10:45 A.M.</b>	Presentación de dibujo elaborado por los jóvenes de Riberas del Bravo.
<b>10:45 A.M. – 10:55 A.M.</b>	Entrega de reconocimientos para jóvenes de Centro Comunitario Riberas del Bravo por parte de Stephen Kelley, representante de USAID México.
<b>10:55 A.M. – 11:00 A.M.</b>	Palabras de Gobierno Municipal.
<b>11:00 A.M. – 11:05 A.M.</b>	Declamación de jóvenes de Francisco Villarreal Torres.
<b>11:05 A.M. – 11:15 A.M.</b>	Entrega de reconocimientos para jóvenes de Centro Comunitario del Municipio Francisco Villarreal Torres por parte de representante de Fundación del Empresariado Chihuahuense, Martin Alonso
<b>11:15 A.M. – 11:20 A.M.</b>	Interpretación de “Rap de la empleabilidad”, por parte de jóvenes de CONALEP III.
<b>11:20 A.M. – 11:30 A.M.</b>	Entrega de reconocimientos para jóvenes de CONALEP III, por parte de representante de la Cámara Mexicana de la Industria de la Construcción, Mauro César Álvarez
<b>11:30 A.M. – 11:35 A.M.</b>	Palabras por parte del joven graduando Luis Álvarez representante de la 10ª Generación Youth:Work México.
<b>11:35A.M. – 11:40 A.M.</b>	Cierre de evento por parte de maestros de ceremonia.



**Annex 4**  
**Quarterly Performance Report, October - December 2014**

**Employer Success Stories**

## Employer Story

### Helados Trevly | Ciudad Juarez

**Helados Trevly** is a local ice cream company founded more than 40 years ago. Well known for its high-quality product and excellent service, it has been an employer of YWM graduates since the 7th cohort of the program. Trevly has been a key partner of the YWM program, providing good job opportunities and growth for program graduates.

In addition to the provision of jobs, Trevly has collaborated with YWM by participating in job fairs for Cohorts 8 and 9 in Ciudad Juarez. They currently have 4 YWM graduates working in their store locations in the Las Torres Mall. These include Sergio Gutierrez, Miguel Angel Aceves, Uriel González and José Huesca from Cohort 9.

Nubia García, the store supervisor, learned about YWM from graduates interested in being hired by the company. She remembers one graduate in particular, who presented himself in such a convincing, successful and confident way, she knew the program produced employees with the skills needed in her store.

When asked why she thought YWM graduates were right for a job in her store, Nubia relayed that they possessed special characteristics sought by any employer. “Miguel Angel is very punctual, consistently arriving early to work, effectively communicating and always looking for ways to be more efficient and improve. Meanwhile, Uriel has excellent customer service and is very efficient. Sergio has already been with us for 4 months and has proven himself to be highly disciplined, responsible and maintains a clean work area. The demonstration of these characteristics has proven to us that these youth are responsible and excited to take advantage of this employment opportunity.”

Trevly is extremely happy with the YWM graduate’s performance. They consistently ask for more graduates and YWM anticipates continuing to work with them in order to fill their vacancies in more than 50 stores and stands in the city.



*Sergio and Miguel in their uniforms*



## **Employer Story**

### **Office Depot |Tijuana**

**Office Depot** has been a partner of the YWM program since it launched in Tijuana. As a company with a robust Corporate Social Responsibility program, it has been keenly interested in hiring vulnerable youth who have received employability training.

Javier Lara, the Human Resources Regional Manager, has played an important role in the job placement process and job placement counselors have fostered a strong relationship with him and the company. In addition to the company's commitment to hiring youth, they provide opportunities for professional growth and development. Javier believes that the YWM program is an important contribution to supporting the development of youth from poor communities due to its ability to help them define goals and avoid the crime that is rampant in the city. According to Javier, "Tijuana has many youth that live in vulnerable communities who are eager to overcome their environment and succeed both personally and professionally. However, these youth don't always have the means to do so - they either lack the support network or the knowledge to reach their goals and pursue a successful career. This is why Office Depot believes it is important to help support these youth and programs that help them succeed."

Javier and Office Depot are strongly committed to continue to provide job opportunities to youth who graduate from YWM in Tijuana.

To date, 2 graduates from Tijuana's pilot Cohort are working in Office Depot as general assistants. In this role, employees are trained in every area of the store with the intention that they can choose the department or function which they feel best meets their skills and abilities. For those employees who show outstanding performance, Office Depot is committed to providing additional professional development opportunities.

The two current employees agree that the Office Depot staff is supportive, the company provides significant room for growth and are pleased that it will support employees who want to continue their studies while working simultaneously.

## ANNEX 5 Quarterly Performance Report, October - December 2014

[illegible]

1.5	OUTCOME	No. and % of certified youth who re-enroll in formal education programs or further professional training 6 months after graduation	This indicators measures the percentage of young men and women who continue their education after participating in YWM activities. This may be: a) re-enrolled in a formal secondary school; b) participating in a non-formal education program (e.g. to obtain an equivalency certificate/diploma); c) enrolling in a longer-term vocational or professional training course/program; or d) enrolling in community college, college or university	16 to 28 years old	Administration of follow-up surveys			21 20%	32 29%	27 20%	48 35%	27 20%		75 20%	81 32%	Ciudad Juarez
														8 20%		Tijuana
1.6	OUTCOME	No. and % of certified youth who are working (salary or self-employed) six months post-graduation from employability training	This quantitative indicator measures youth who have successfully obtained employment (part-time or full time) as a result of completing vocational programming offered by YWM or which they may have been linked through internships.  “Work” is defined as monetary remuneration for labor and services provided, whether on a full-time or part-time basis. Remuneration may be based on an hourly, daily, weekly, monthly or project/assignment rate. Internships and temporary assignments will be considered work only if they are paid, last for at least three months, and provide a reasonable prospect for continued paid employment in the future. This indicator also includes young men and women who have formally started their own small/microenterprise, are actively in the process of starting a business, or are	16 to 28 years old	Administration of follow-up surveys			53 50%	75 51%	68 50%	72 52%	68 50%		188 50%	147 59%	Ciudad Juarez
														19 50%		Tijuana
	<p><b>Note about placement rate targets:</b> While IYF will endeavor to achieve a total 70% placement rate (50% employment, 20% education) as we have done in Phase I of the project, we also need to acknowledge a number of factors that will make it more challenging to reach this in Phase II. One important factor is that due to the increase in the IVA rate, border cities such as Ciudad Juarez and Tijuana are expected to experience a dampening of economic activity that will likely reduce the number of jobs available in the labor market. IYF's job placement officers are already seeing early effects of this. In addition, in Phase I, for cohorts 4 &amp; 5, IYF was able to secure funds from a third party donor to support partial scholarships to assist some young people to enroll in technical training programs. However, those funds are no longer available and as such it will be harder for as many young people from target neighborhoods to afford to return to school. Finally, in Phase II, IYF will be transitioning the employability model to a local partner who will increasingly take responsibility for the job placement and educational placement aspects of the model. Thus, it will be more challenging to be simultaneously teaching the local partner to manage the placement efforts while trying to reach these ambitious targets.</p>															
1.7	OUTCOME	No and % of youth graduates who believe they are less likely to be drawn into crime or violence after their participation in the program	This indicator measures whether young people who graduate from the employability program believe they are less likely to be drawn into violent or criminal activities as a result of their participation in the program. The underlying assumption is that by having developed a life plan, acquired greater skills and confidence, being supported to achieve their goals and moving from 'inactive' to 'active' by re-enrolling in school or finding work will increase their ability to resist risky and illicit behavior. This will be measured through questions on the ex-post surveys and through focus groups done as part of the external evaluations	16 to 28 years old ; target % of youth showing change: 20%	ex-post surveys (3-6 months post graduation) and focus groups			21 20%	110 98%	27 20%	132 96%	27 20%		75 20%	242 97%	
1.8	OUTCOME	No. and % youth showing improved attitudes towards violence alternatives and/or resiliency in the face of adversity.	This indicator measures whether youth have improved attitudes toward resisting violent behaviors and can be more resilient in the face of adversity. One of two proven survey tools will be administered to youth graduating from the training: a resiliency survey and an 'attitudes toward aggression' survey.	16 to 28 years old ; target % of youth showing change: 20%	CD-RISC Resiliency survey	21 20%	46 41%	27 20%	80 58%	27				75 20%	126 50%	<b>NOTE:</b> Resilience survey only applied to Ciudad Juarez graduates



1.9	Outcome	Community members believe young people in their community are less prone to risky/illicit activities after participating in the program.	This is a qualitative indicator that aims to gather insight from community members where youth participants live around whether and how parents, othe relatives and neighbors have observed changes in youth participants that make the youth less likely to engage in risky/ilicit activities because of theri participation in the program. Data will be gathered through focus groups as part of the ex-post external evaluation	Adults in communities where intervention took place	focus groups												results from the focus groups are found in the summary of evaluation results, Annex 5
	IR2 Local Partners have Capacity to Implement and Sustain Employability Model																
2.1	OUTCOME	Seleted organization in CJ has the technical/management capacity to be able to successfully implement the model.	This indicator measures the capacity of the local organization selected after receiving a series of trainings, workshops and having fully participated in 3 cohorts of intervention, with increasing responsibility. Some specific competencies that will be measured include the ability to: <ul style="list-style-type: none"><li>• Connect with and assess labor market and tailor training to meet employer needs</li><li>• Recruit, screen and enroll disadvantaged youth</li><li>• Implement 27 session training course, including relationships with trainers, venues, and outside contractors.</li><li>• Provide job placement services, including counseling youth and connecting them to job prospects</li><li>• Cultivating and maintaining relationships with potential employers</li><li>• Monitor youth throughout program and collect data to evaluate impact</li><li>• Raise sustainable funding to ensure intervention is on-going, with support of local advisory board</li></ul>		Initial capacity assessment and final capacity assessment; Records showing agendas for capacity building sessions; attendance at capacity building sessions by local partner and participant names.												The actual changes in capacity will depend on the organization selected and the areas where they need the most training/strengthe ning. The final capacity asessment will be administered to the two partner organizations in February and March 2015 and results will be reported in the April 2015 quarterly report.
2.2	OUTCOME	A local organization in Tijuana has mobilized resources to support a third cohort of the employability model in Tijuana.	This indicator measures the amount of funds raised by the local organization in support of the third cohort of youth to be trained.		Records of receipt of funds and/or commitments from donors.			100% of funds needed (actual amount TBD)	n/a		n/a			100%		100%	Because of a change in strategy to transfer the model to a new partner in Tijuana, this indicator is not longer applicable since IYF gave a subgrant to the local partner to carry out the third cohort.

2.3	Output	Advisory Committees established in each city are active and committed to support program sustainability.	This indicator measures that a multi-sectoral advisory committee (with public sector, business sector and nonprofit sector members) has been established in each city (CJ and Tijuana) with the goal of providing ongoing advice and securing connections and financial support to ensure local commitment and sustainability to the YWM employability model in the future.		minutes of advisory committee meetings, agendas, MOU or other indication of membership/commitment by members, list of members			1		1				2	2	2	1 in Ciudad Juarez 1 in Tijuana
2.4	OUTCOME	Number of Public Private Partnerships established to support program goals.	This indicator measures PPPs established with any type of public sector (federal, state, or local), private sector or civic organization that contributes to the program goals of increasing employability and crime and violence prevention.		Documentation of agreements (letters, MOUs, working documents)			1	1	2	1	2			5	2	Partnership agreements signed with DESEM and ProSalud.





*trabajando con los jóvenes de México*

**Annex 6**  
**Quarterly Performance Report, October - December 2014**

**External Evaluation Results, Cohort 8, Ciudad Juarez**

## **External Evaluation Results Cohort 8, Ciudad Juarez**

In October 2014, IYF contracted Construyendo Capacidades en las Organizaciones de la Sociedad Civil A.C. (Fortaleza), a Mexican consulting firm, to conduct a follow up study with a representative sample of youth from the Youth:Work Mexico Program's Cohort 8 in Ciudad Juarez. This group of youth participated in a training workshop from February to April 2014 and received job placement services from May to August 2014. The following represents a summary of the study's findings.

### **Methodology**

The study was conducted 6 months after the youth completed training and is based on a representative sample of 88 cases from a population of 138 youth graduates, with a 95% confidence level and a 5% margin of error. The sample is made up of 47% female and 53% male. The study analyzed results compiled from youth surveys applied at baseline, exit (end of training) and at 6 months post-training (end of job placement period), as well as results from the Connor-Davidson Resilience Scale (CD-RISC) applied both at baseline and 6 months after graduation. In addition, 18 employers, who in total had hired 25 youth graduates from the cohort, were interviewed to gather insights on graduate's performance.

### **Youth Placement in Jobs and Education**

The study revealed a total placement rate for Cohort 8 (working and studying) of 77%, exceeding the placement rate target of 70%. The study also showed that the number of inactive youth decreased significantly from 60% prior to the start of training to 23% at the end of the job placement period.

	Ex-Ante	Ex-Post
Working (only)	6%	42%
Studying (only)	28 %	25%
Working & Studying	6%	10 %
Total Placed (working or studying)	<b>40%</b>	<b>77%</b>
Inactive (not working or studying)	60%	23%

### **Placement Results by Gender**

The employment situation of both young men and women increased significantly from baseline to ex-post, meanwhile education enrollment increased slightly for young women while it remained constant for young men.

	Working		Studying	
	Ex-Ante	Ex-Post	Ex-Ante	Ex-Post
Young Women	17%	43%	32%	34%
Young Men	7%	61%	36%	36%

## Type and Quality of Employment

Of those youth who were working ex-post, 100% were salaried employees and none of the youth were self-employed. Among the salaried employees, the following characterizes the quality of their employment:

- 72% had formal contracts
- 54% receive one or more employment benefits (e.g. paid vacation, bonus, health insurance)
- The average number of hours worked per week was 37
- The average salary was 24.62 pesos/hour, about 3 times higher than the minimum wage in Ciudad Juarez (8 pesos/hour)
- Average time on the job is 4.5 months
- 94% of youth report that they are either satisfied or highly satisfied with their employment

## Employer Perceptions

18 employers were surveyed, which in total had hired 25 Youth:Work Mexico program graduates. These employers indicated that in general, 84% of the youth hired performed satisfactorily in terms of their inter-personal skills, job-specific performance, ICT skills, work habits, presentation, teamwork and conflict management.

Employers considered 100% of the employed youth as better performing workers than their non-YWM counterparts. Meanwhile, 96% of employers surveyed indicated they would hire another Youth:Work Mexico graduate in the future.

## Changes in Propensity towards Risky or Violent Behavior

Changes in youth graduates' propensity towards risky or violent behavior was measured in three ways: through the youth survey, the CD-RISC resilience questionnaire and through focus groups. The CD-RISC measured youth's resilience prior and after participation in the program, while the youth survey questions were only applied during the follow-up evaluation.

### Youth Survey

The survey asked the young people to evaluate whether their propensity toward certain risky or violent behaviors had increased, decreased or stayed the same as a result of their participation in the Youth:Work Mexico program. Overall, 96% of youth stated that they were less inclined to participate in these detrimental activities as a result of the program, greatly exceeding the target of 20%. For each area in particular, the following was found:

Propensity to....	% less inclined
Consume more than 6 alcoholic beverages per week	96.5%
Carry a knife or gun for protection	89.7%
Have friends who are involved in crime	97.7%
Be involved in crime oneself	98.8%
Consume drugs	98.8%

“Resilience” is defined as a person’s capacity to develop psychologically in a healthy way that leads to success, despite being in an environment that is threatening to this development. The CD-RISC tool was applied which analyzes 25 factors to help determine resilience on a 100 point scale. It was applied twice, once at baseline and once 6 months after with the same youth. The results of the scale indicated that 58% of youth were found to have increased their level of resilience, exceeding the program’s target of 20%.

### *Focus Groups with Community Members*

In November 2014, three focus groups were held in three of the communities where graduates received training. In total 24 people participated and included graduate’s family members, neighbors and community members who have indirect contact with the youth. The purpose of these focus groups were to learn from an external perspective the changes observed in the youth in terms of their propensity to engage in illicit and violent activities. Some highlights are presented below:

#### Group 1 (7 participants)

- Community members noticed significant changes in the youth’s behavior after participating in the YWM program including gaining more self-confidence, improving inter-personal relations, greater participation in the household, more communicative and displaying a calm demeanor.
- Despite personal changes, the participants mentioned that they did not observe any changes in the youth’s friendships.
- One of the graduate’s family members cited that the youth drank alcohol prior to the program and has since abandoned his drinking.
- All participants declared that they had not seen youth taking part in gangs, illicit activities, or drug use.

#### Group 2 (11 participants)

- Community members agreed that youth displayed higher levels of self-confidence, more effective communication skills, and were more responsible as a result of their participation in the YWM program.
- All participants relayed that the youth were now less at-risk to engage with gangs, take part in criminal activities, and consume alcohol or drugs, due to the fact that they are heavily engaged in their jobs as well as sports.

#### Group 3 (6 participants)

- Community members regarded the YWM program as a positive contribution to youth’s lives, citing that it helped youth overcome negative or pessimistic attitudes experienced prior to enrolling in the program.
- Half of the participants considered that youth were less likely to engage in illicit activities as a result of their participation in the program.



## **Annex 7**

### **Quarterly Performance Report, October – December 2014**

#### **Youth:Work Mexico in Local Media**

## Cohort 10 Graduation in Ciudad Juárez



*El Diario | Los beneficiados no estudiaban ni trabajaban antes de tomar el curso*

### **Gradúan a 65 de programa de empleo del USAID**

**Martín Coronado**

**El Diario | Miércoles 19 Noviembre 2014 | 19:19 hrs**

Estiramos el dinero como liga, para que en la casa la vida prosiga". Es el estribillo del hip-hop que escribieron los graduados de un programa Youth:Work México, los residentes de zonas marginadas y que no estudian ni trabajan tienen entre 16 y 24 años.

La organización juarense Empréndete y la Fundación Internacional Youth, con fondos de la Agencia Estadounidense para el Desarrollo Internacional (USAID por sus siglas en inglés), graduaron ayer a 65 jóvenes, a quienes brindaron talleres para la vida y la empleabilidad.

Alejandra Delgado Santizo, directora ejecutiva de Empréndete, explicó que a través de este programa se localiza a jóvenes salidos de secundaria que no estudian ni trabajan y se les dan habilidades que les permitan conseguir un empleo.

Además, explicó, se les dota de herramientas de desarrollo personal y de elementos para que logren una estrategia de vida.

Los graduados provienen de las zonas más afectadas por la violencia y la crisis económica, como Riberas del Bravo, Fray García de San Francisco, entre otras. La directora dijo que están reuniendo recursos para poder armar otro grupo.

Añadió que se les muestra desde cómo vestirse, cómo hacer un currículum, y cómo expresarse, entre otras cosas. Una de las estrategias, añade, es que se les incentiva para que desarrollen un plan de vida, algo que es muy difícil que hagan por ellos mismos en los círculos en los que estos jóvenes crecen.

Lo más innovador del modelo es que los jóvenes participantes son capacitados por otros jóvenes, dice Youth Work en un comunicado.

Para el reclutamiento, implementación y seguimiento, Youth:Work México cuenta con 12 jóvenes emprendedores sociales de Ciudad Juárez que actúan como facilitadores, mentores y consejeros, favoreciendo que jóvenes vulnerables se reintegren al sistema escolar, formación técnica o accedan a un empleo digno.

La directora de Empréndete explicó que Youth:Work México se puso en marcha en 2010 bajo el liderazgo de USAID y IYF y está dirigida a atender los desafíos que enfrentan los jóvenes en Ciudad Juárez y Tijuana.

En Ciudad Juárez, más de 9 mil jóvenes se han beneficiado a través de las actividades de la iniciativa. Dichas actividades incluyen campamentos de verano, programas de horario extendido, talleres de cultura y paz urbana y el servicio de orientación para la empleabilidad juvenil.

Al trabajar con grupos locales de la sociedad civil y del sector privado, la iniciativa ayuda a crear espacios seguros para los jóvenes menos favorecidos y a preparar a los jóvenes para que tengan un futuro viable a través del empleo, indicó Delgado Santizo.

Source: [http://diario.mx/Local/2014-11-19\\_207a5ac9/graduan-a-65-de-programa-de-empleo-del-usaid/](http://diario.mx/Local/2014-11-19_207a5ac9/graduan-a-65-de-programa-de-empleo-del-usaid/)

## Cohort 10 Graduation in Ciudad Juárez II



David Peinado/El Diario

### **Gradúan de talleres de orientación para la empleabilidad**

El Diario | Miércoles 19 Noviembre 2014 | 10:44 hrs

La agencia de los Estados Unidos para el Desarrollo Internacional (USAID), la International Youth Foundation y Empréndete Juárez celebraron hoy la ceremonia de graduación de jóvenes egresados de los talleres de orientación para la empleabilidad que se realizaron en 4 centros comunitarios de la ciudad.

En el programa participaron jóvenes de zonas vulnerables, quienes se capacitaron 116 horas para descubrir y desarrollar sus habilidades para la vida y el empleo para acceder a mejores oportunidades de trabajo.

La iniciativa se implementa en alianza con Gobierno del Estado, Gobierno municipal y Conalep III.

Source: [http://diario.mx/Local/2014-11-19\\_7e47dc04/graduan-de-talleres-de-orientacion-para-la-empleabilidad/](http://diario.mx/Local/2014-11-19_7e47dc04/graduan-de-talleres-de-orientacion-para-la-empleabilidad/)



## Cohort 10 Graduation in Ciudad Juárez III



*Fuente: Héctor Dayer*

### **Benefician a jóvenes de zonas vulnerables**

**Paola Gamboa**

**NorteDigital | 19 noviembre, 2014 | 11:43 pm**

*Capacitación de 116 horas descubre sus habilidades para la vida y el empleo.*

La falta de recursos y las malas decisiones orillaron a Michelle Ortiz, una joven de 17 años, a dejar de estudiar. Lavar trastes, cuidar a sus hermanos, hacer de comer y lavar ropa eran las actividades que la joven realizaba antes de conocer los talleres de orientación y empleabilidad dirigidos por la organización Empréndete Juárez y la Agencia de los Estados Unidos para el Desarrollo Internacional (Usaid).

“Yo dejé de estudiar y de pensar en un futuro cuando me dijeron que si no conseguía una beca ya no podría hacerlo. Mi promedio era bajo y no había recursos para poder pagar la escuela, dure así como un año hasta que conocí los talleres”, dijo Michelle, quien se graduó ayer de la décima generación de los talleres para la empleabilidad.

Michelle, al igual que otros 65 jóvenes, comenzó a asistir a los talleres que se ofertan en cuatro centros comunitarios de la ciudad. “Mi mamá fue la que me dijo que me metiera a los talleres de empleabilidad porque así podría saber que era lo que realmente quería hacer por mi futuro. Comencé a ir al centro comunitario de la colonia San Francisco y me gustaron tanto que aguante hasta la graduación”, expresó.

Los talleres de empleabilidad forman parte de una estrategia donde participan jóvenes de zonas vulnerables, quienes mediante una capacitación de 116 horas descubran sus habilidades para la vida y el empleo, a fin de acceder a oportunidades educativas y de trabajo con un seguimiento de cuatro meses.

“Yo no sabía qué estudiar, qué hacer, además de cuidar a mis tres hermanos. Yo pensaba que lo único que haría era casarme y tener hijos, ahora ya vi que puedo ser alguien y valerme por mí misma. Mi deseo es

ingresar a la universidad y estudiar idiomas, y ya después buscar un trabajo que represente lo que estudie, eso es lo que me apasiona y por lo que voy a luchar porque eso me enseñaron aquí”, agregó.

La iniciativa se implementa en alianza con el Gobierno del Estado de Chihuahua, el Municipio y el Conalep II.

El proyecto Youth Work México se puso en marcha en el 2010 bajo el liderazgo de Usaid, la cual está dirigida a atender los desafíos que enfrentan los jóvenes en la ciudad y en Tijuana. La iniciativa ayuda a crear espacios seguros para los jóvenes menos favorecidos y a prepáralos como mexicanos con un futuro viable a través del empleo.

En la ciudad son más de 9 mil jóvenes los que se han beneficiado a través de las actividades las cuales incluyen campamento de verano, programas de horario extendido, talleres de cultura y paz urbana y el servicio de orientación para la empleabilidad juvenil.

Alejandra Delgado, directora de la organización Empréndete Juárez, dijo que gracias a la unión y a la realización del proyecto se logra atender a jóvenes de colonias como Finca Bonita, Francisco Villa, Riberas del Bravo y demás.

“Nuestra misión es mapear las zonas de mayor problema en la ciudad. Desde que iniciamos son mil 922 jóvenes los que se han beneficiado gracias al apoyo, ellos salen con una visión de cambiar y querer ser mejores”, mencionó Delgado.

Los jóvenes que pueden formar parte del proyecto deben de tener entre 16 y 28 años, además de las ganas de estudiar, trabajar y salir adelante.

“Cualquier joven que quiera salir adelante puede participar en el proyecto, para hacerlo puede llamar al teléfono 629-6247 o esperar a que se lance la convocatoria en los centros comunitarios de la ciudad”, explicó.

Source: <http://nortedigital.mx/benefician-a-jovenes-de-zonas-vulnerables/>

## Cohort 10 Graduation in Ciudad Juárez IV



### **Gradúan 65 jóvenes del programa de empleabilidad Youth Work México**

Eduardo Lara

Puente Libre | 19 noviembre, 2014 | 10:06

*Con emoción, este miércoles 65 jóvenes de Ciudad Juárez graduaron de los talleres para la empleabilidad Youth Work que imparte la Agencia de los Estados Unidos para el Desarrollo Internacional.*

La International Youth Foundation; Empréndete Juárez y la Agencia de los Estados Unidos para el Desarrollo Internacional (USAID) celebraron en el salón CePia de esta frontera la graduación de la décima generación del programa Youth Work para la empleabilidad de los jóvenes.

En esta estrategia participan jóvenes de zonas vulnerables de Ciudad Juárez, quienes recibieron capacitación de 116 horas, con el objetivo de que desarrollen habilidades para la vida y el empleo.

Algunos de los jóvenes que este miércoles graduaron comentaron sentirse con emoción, pues aprendieron a explotar su potencial en diferentes áreas.

Ian Brownlee, cónsul general de Estados Unidos en México señaló que el programa inició en 2010 y a la fecha más de nueve mil jóvenes recibieron los beneficios de los talleres de empleabilidad, en donde alrededor del 70 por ciento encontraron oportunidades de trabajo o para ingresar a algún sistema educativo.

Source: <http://puentelibre.mx/notas/1813580>

## Cohort 10 Graduation in Ciudad Juárez IV



### **Concluyen capacitación 65 jóvenes de Youth:Work en Juárez**

**Redacción**

**Omnia | 19 noviembre, 2014 | 10:58**

La Agencia para el Desarrollo Internacional (USAID) realizó la graduación de 65 jóvenes egresados de los talleres de orientación para la empleabilidad, realizados en 4 centros comunitarios de Ciudad Juárez dentro de la iniciativa Youth:Work México, donde también se entregaron reconocimientos a los jóvenes por concluir los talleres.

Lo anterior se hace con la finalidad de combatir las zonas más vulnerables de la ciudad quienes durante una capacitación de 116 horas certificada por la UACJ, descubrieron sus habilidades para la vida y el empleo a fin de acceder a oportunidades de trabajo mejores pagados con un seguimiento de 4 meses con una beca.

El programa se implementa en colaboración con los tres niveles de gobierno así como el CONALEP III, el programa arrancó en esta frontera desde el 2010 con la finalidad de apoyar a los jóvenes con problemas sociales a causa de los problemas de inseguridad y falta de oportunidades.

Por su parte Alejandra Delgado quien es la directora de ejecutiva de Empréndete Juárez dijo que se trata de que los jóvenes descubran sus propios sueños que hagan lo que están destinados hacer, el programa es una pequeña herramienta que ayuda a descubrir todos los talentos que tienen los jóvenes para desarrollar las diferentes formas de trabajo y la motivación de seguir estudiando.

Se trata de ustedes que cumplan sus sueños, porque creemos en ustedes que se les reconozca el esfuerzo que han hecho durante la capacitación.

Esperemos que esto sea solo una semilla plantada, las cosas háganlas por ustedes por sus familias, todos ustedes están para triunfar, si todos triunfamos Juárez triunfa y todo el país.

Pidió a los jóvenes no desanimarse y decidieron tomar el futuro en sus manos, crean en sus sueños persígánelos que están a su alcance.

Por su parte el profe César Tapia dijo que el gobierno de Chihuahua ha dado prioridad a la educación, porque sabe que con educación se combate la violencia. Hace cinco años no podíamos darnos la facilidad de hacer programas como este.

Ahora se está buscando capacitar a los jóvenes con mejor educación y ampliación de universidades, el gobierno está impulsando la capacidad.

Source: <http://www.omnia.com.mx/noticias/concluyen-capacitacion-65-jovenes-de-youthwork-en-juarez/>

## Annex 8 Quarterly Performance Report, October - December 2014

### Leverage Report

International Youth Foundation  
Youth:Work Mexico Program  
October - December 2014

Leverage Committed as of previous period:	<b>1,729,599</b>
Leverage Committed for current period:	<b>506,250</b>
Leverage Committed to date:	<b>2,235,849</b>

### Leverage Contributions This Period

Donor	Description of contribution	Local Currency			USD		Total
		Cash	In-Kind	Total	Cash	In-Kind	
Various invited private sector speakers	8 talks to youth participants		\$4,000	\$4,000		\$286	\$286
Gobierno Municipal de Ciudad Juarez	2 community center facilities (classrooms for 7-week youth training)		\$14,000	\$14,000		\$1,000	\$1,000
Gobierno del Estado de Chihuahua	1 community center facilities (classroom for 7-week youth training)		\$7,000	\$7,000		\$500	\$500
Colegio de Educacion Profesional Tecnica del Estado de Chihuahua (CONALEP)	1 classroom for 7-week youth training		\$7,000	\$7,000		\$500	\$500
Comisión Estatal de Derechos Humanos	4 talks on labor rights		\$1,920	\$1,920		\$137	\$137
Comisión Estatal de Derechos Humanos	Auditorium space for Job Fair		\$3,500	\$3,500		\$250	\$250
TK Foundation	Grant to extend YWM pilot in Tijuana				\$506,250		\$506,250
<b>Total</b>		\$0	\$37,420	\$37,420	\$506,250	\$2,673	<b>\$508,923</b>

	1 USD=	14.000
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**Annex 9**  
**Quarterly Performance Report, October - December 2014**

**Órale Logo**

